Reduce Processing Time for Local Government Coordinated Prevention Grant Agreements

Lean Project Progress Report: August 28, 2012

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Event Date:	June 2011
Background	The Coordinated Prevention Grant (CPG) program provides funding assistance to local governments for planning and implementing their local solid and hazardous waste management plans. The program also funds recycling, collecting household hazardous waste, and enforcing solid waste codes. Ecology administers funding for this program through a grant application and review process. Our goal is to reduce the amount of time it takes to reach a decision and issue a grant offer to successful recipients. Grant applications for the current funding cycle were due to Ecology by August 30, 2011. We are testing new processes that include electronic routing and not scoring applications. This should reduce the time it takes to have a grant offer to recipients for 2012-13 grant cycle.
Project Objective(s)	• By November 1, 2011, decrease the time to get a CPG grant agreement offered by two months. • Reduce workdays per cycle from 132 to 88, based on the date guidelines are available.

Value Stream Mapping Outcome	Current Situation (Old Way)	Future (New Way)	Benefits
	• CPG is allocated based on a formula defined by the RCW. • Local governments may apply for up to the allocated amount. • The CPG Coordinator and Regional Grant Officer review and score applications in a process referred to as Minimum Threshold Scoring (MTS). • If applications fail, applicants resubmit to meet the criteria. • All applicants receive funding. • CPG addresses concerns in scope of work negotiations.	• CPG receives the applications on August 30. • Grant officers review applications to ensure they are complete. • Grant officers note any concerns or elements that need strengthening or clarification. • Grant officers negotiate scopes of work and drafting agreements. • CPG no longer assigns a numerical score to an application.	• By eliminating MTS scoring, grant officers were able to negotiate better scopes of work and begin drafting agreements without having to wait until W2R PMT approved the funding list. • This eliminated 39 work days that had delayed grant offers getting out to recipients.

Activities to Implement Future State	**Completed** • Eliminated Minimum Threshold Scoring (MTS) Scoring • Testing the E-Routing of Headquarters review of draft agreements

Results to Date	## Number of Work Days Between Guidelines Issued and Grant Negotiations Begin-48% Reduction 76 — FY 2010 -Before Lean 37 — FY 2012-After Lean
Discussion about Results	During the Lean Event CPG set the goal to reduce the number of days to get all grants offered by November 1, 2011. Although we reduced the number of days before grant officers could begin grant negotiations, we didn't get most of the grants offered until January 2012. Staff turnover and funding delays contributed to not meeting the November 1 goal. However, we succeeded at reducing the number of days between the time CPG issued the guidelines and when grant officers began drafting agreements. • By eliminating Minimum Threshold Scoring (MTS) Scoring, we reduced the number of workdays between when CPG issued the guidelines and the date grant officers began drafting agreements by **39 days**. The Program Management Team approved the tested recommendations for future implementation. • We tested the e-routing on six 2012-13 regular cycle agreements. CPG e-mailed and forwarded agreement drafts to contracts and budget staff instead of printing and sending a hard copy. We compared the time it took with baseline information from 2007. We compared the data with peer review and without. Peer review only added 2 days to the baseline average. E-routing only saved on average **2 days**. One agreement was "lost" in the e-mail routing process. When the LEAN coordinator inquired, it was found and finished routing. E-routing using our existing system's architecture had limitations, so the group decided to pursue the use of Sharepoint as a document management and approval mechanism for Headquarters routing of draft grant proposals.

Future Action Plan (Milestones)	**What?**	**Who?**	**When?**
	Staff participated in the agency Electronic Grants and Loans planning committee evaluating the business needs of Ecology to have an electronic method of managing grants. This would include a document management feature that addresses some of the barriers that currently exist around storage/documentation and e-signatures**.**	W2R staff working with Agency IT staff in charge of project	Need to check in on the decision to move forward and timeline

	Attend Sharepoint training and develop a test for routing draft agreements for approval via Sharepoint.	CPG grant officers and Coordinator	June 2012